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if any, natural born executives and it perhaps would be true to say that more of those who are natural executives gravitate to the business world than they do to Government or to intelligence groups. Consequently, it is incumbent upon us to see that our supervisors are trained to be good executives. This again will take command action and insistence that they get full time training in executive work and then apply what they learn. Those who cannot be made into good executives should be relieved of their supervisory responsibilities.

Recommendations

X The DCI authorize the establishment of senior grade positions for Training Officers at the Assistant Director or DD/P Division Chief level with job qualifications designed to ensure the effective performance of proper training functions.

 DTR experiment with the concept of a board of overseers composed of senior grade professional officers as a means to improved communications with and indoctrination of consumers and to promote the development of more effective policies on curriculum and enrollment.

 DD/P take appropriate steps to ensure that DTR be made a participant, through the presence of his representatives or through other effective form of consultation, in all long-range planning for the employment or expansion of deep-cover operations.

 The DD/P establish in his office a position of DD/P Training and Doctrine Officer having responsibility and authority for the formulation and implementation of Clandestine Service training policy and the development of operational doctrine.

The DD/P, as well as the DD/I and DD/S, strongly recommend to their division chiefs, assistant directors and other senior officers that they familiarize themselves, through attendance thereat, with the contents of the Introduction to Overseas Effectiveness course.

The DD/P instruct all supervisors to observe, in requesting language training, the principle that training in regular classes is the normal and most effective method, and that resort to tutorial training shall be had only in exceptional cases and where required by security considerations, or unavoidable pressure of time.

DCI issue instructions that Agency Regulations be amended by adding new provisions (a) directing the Deputy Directors to identify the categories of employees for whom specified degrees of language proficiency are required and to tie these standards of proficiency into promotion practices, and (b) directing the Deputy Directors to identify those positions, or that proportion of positions, in each overseas station that may be filled only by individuals who possess, to the degree specified, the language commonly used in the general area of that station.

DCI issue instructions that Agency Regulations be further amended to make language proficiency testing, according to Agency standards, mandatory for all employees who are required to have language skill.

DD/P give clearer recognition to the necessity for developing in larger numbers than at the present rate linguistically qualified area specialists.

The Deputy Directors take such measures as may be necessary to cause all staff employees under their jurisdiction who claim language competence to submit to the Office of Training tests at the earliest practicable moment.

DD/P consider the advisability of placing directly on the division chiefs the responsibility for all scheduling of language training for personnel in the division and for monitoring the timely carrying out of the language training thus scheduled.

The DTR be specifically charged with the responsibility of determining under whose auspices non-OTR training will be conducted.

DTR review the training records of employees in professional categories who resigned from the Agency during FY 1960, or longer if necessary, to determine if a more definitive policy governing external training is required.

That the courses on International Communism be given wider publicity and offered to the personnel of other agencies.

The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions.

The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the US Government generally in keeping with the outline described above.

The DCI establish as Agency policy that all junior professional officers enter Agency employ through the JOTP.

The DTR together with the Director of Personnel take steps to eliminate prejudices that have arisen which tend to assign second class status to DD/S and DD/I careers.

The DD/P establish minimum standards of training and experience for case officer apprenticeship including general preparatory, basic skills, language and advanced operational training, and, that he determine the feasibility by experiment of some form of overseas familiarization as a part of the apprentice period.

The DD/I and the DD/P initiate a test program for the rotation of qualified DD/I professionals to the DD/P to serve as reports officers with part of the tour to be spent overseas, DD/P reports officers in turn to rotate to the DD/I for training and experience in the evaluation and use of intelligence reporting. *

*DD/I and DD/P really have very little to say to each other apart from the subject of Intelligence Reporting and the DD/A (sic) with few exceptions talks only to itself.